

Fewer and larger field regions work well

It's been six years since Transmission Field Services formed with first 11, then seven regional offices. So how is the structure working?

"We've met our objectives for the most part," says Fred Johnson, Transmission Field Services vice president. "We flattened our layers of management, lowered our costs and made great strides in improving how work is approved and moves through the organization."

Before the reorganization, "we didn't communicate very well," says Orion Albro, regional manager in Olympia, Wash. "I was in substation operations in the Walla Walla Area office and frankly that's all I cared about. Today, we do a better job looking at the agency's goals and translating them into activities that support them. I look back now and can see why the change was necessary."

Teamwork seems to have improved as well between those in the construction organization and field services. Prior to restructuring, a middle layer of management was the focal point between the two groups.

"Today, we have closer working relationships with the regional staff," says Dwight Raikoglo, manager of construction maintenance services. "It's better in that we can let them know what we're there for and in turn rely on their operations people to support us." His crews rely on the regions to do switching, clear circuits and get work permits and clearances, along with many other steps so construction crews can work safely and quickly.

Gary Parks headed the old Vancouver region and now heads the Redmond region. He sees increased independence and better communication across the organization. "First line supervisors have really become managers of their own business," he says. "The structure works well and the only headache is finding enough time in the day to do all that needs attention."

Johnson says that is one problem Field Services is trying to fix. "When reorganizing, we may have gone too far in cutting the number of managers. That's why we're bringing in deputy region managers to help with the workload and ensure employees have the support they need."

Johnson says this structure should serve BPA well for future decades, despite the formation of a regional transmission organization. "We don't know what it will look like, but we believe the transmission system will remain federal and our work will not change in the near term. Someone has to keep the lights on."

In sum, he says "the vision we had six years ago for transformation and reengineering has been a success. It is serving our employees, the customers and the region well. We're providing a safe, reliable, cost-effective transmission system for all."

— by Linda Anderson, writer for the Transmission Business Line

Olympia

Orion L. Albro-TFO

5240 Trosper St SW
Olympia, WA 98512
(360) 704-1600

Districts: Olympia, Ross, Chehalis,

Kitsap, Longview, Port Angeles

Region size: 20,896 square miles

No. of substations: 56

Transmission line: 2,026 circuit miles

Customers: Oregon — Clatskanie PUD, City of Cascade Locks, Columbia River PUD, Portland General Electric, Reynolds Aluminum (Troutdale), West Oregon electric Cooperative; Washington — ACPC Inc. (Van-

couver), Atochem North American ELF (Penwalt), City of Centralia, City of McCleary, City of Port Angeles, Clallam Co. PUD No. 1, Clark Public Utilities, Cowlitz County PUD, Grays Harbor County PUD, Lewis County PUD, Mason County PUD No. 1, Mason County

PUD No. 3, Pacific County PUD No. 2, Port Townsend Paper Corp. (DSI), Puget Sound Energy/Olympic Peninsula, Puget Sound Naval Shipyard (Bremerton), Reynolds Aluminum (Longview), Skamania County PUD, Submarine Base Bangor/Navy, Transalta, Vanalco Inc., Wahkiakum PUD.



Construction and Maintenance Services

Dwight Raikoglo - TFH

5411 N.E. Highway 99
Vancouver, WA 98666
(360) 418-2863

Customers: Every NW utility that interconnects with us, the Corps of Engineers, Bureau of Reclamation, WAPA and BPA.

Groups in Construction:

Central Electrical Services, General Craft Services, Ross Facility Management, Fiberoptics Construction Coordination.

What each group does:

Central Electrical Services – Provides all aspects of civil construction and site development. Splice new cable runs and repair damaged control and station services cables.

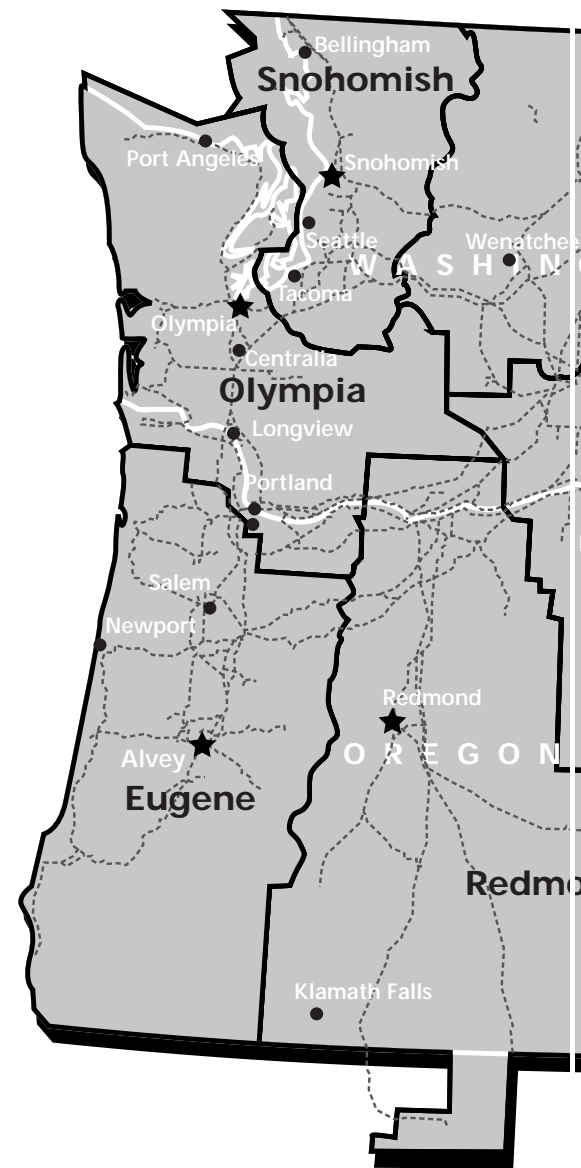
General Craft Services – Uses computer-controlled machines to develop bus fittings, tower steel, panel and rack assemblies needed

for field repairs and new installations. Specializes in hauling and placing large transformers, reactors and breakers. In addition, the crew is trained to perform environmental cleanup work.

Ross Facility Management – Provide routine repairs and minor renovations for the 50 buildings and grounds at the Ross Complex.

Fiber Optics Construction Coordination – Plan all field activities associated with new fiber optic construction at BPA.

"In the eight years that I've worked in Construction, the expertise, enthusiasm, and drive to get the job done have been our foundation and our strength," Raikoglo says. "This 'can do' attitude is a reputation earned over the years and is prevalent today."



Eugene

Bob Kiser - TFE

86000 Highway 99 South
Eugene, OR 97405
(503) 465-6991

Districts: Alvey, Chemawa, North Bend

Region size: 24,349 square miles

No. of substations/facilities: 82/143

Transmission line: 2,228 circuit miles

Customers: City of Ashland, City of Bandon, Blachly-Lane Co-op,

Canby Utility Board, Central Lincoln PUD, Consumers Power Inc., Coos-Curry Electric Co-op,

Douglas Electric Co-op, City of Drain, Emerald PUD, Eugene Water & Electric Board, City of Forest Grove. Lane Electric Co-op, City of McMinnville, City of Monmouth, Salem Electric, Springfield Utility Board, Tillamook PUD, West Oregon Electric Co-op, PacifiCorp, PGE, Bureau of Mines, OreMet.



Transmission field managers meet with Fred Johnson (right), who heads the hands-on group that keeps BPA's power grid up and running. Since the agency reorganizations that began in 1994, BPA's regional operations have changed a lot. From four area offices with many districts, the Transmission Business Line moved to 11 regions in 1995. It later reduced to eight and now has seven.

Photo by Bob Heims